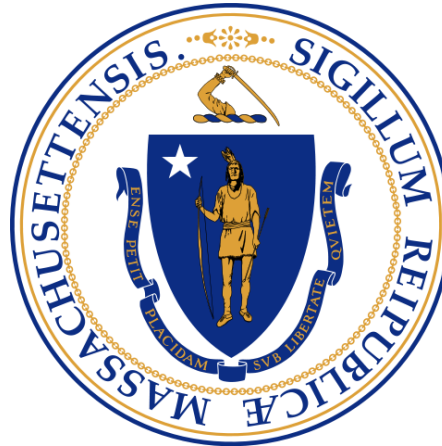


# The State Library of Massachusetts

The Executive Office for Administration and Finance  
Commonwealth of Massachusetts



Performance Report  
Fiscal Year 2014

Elvernoy Johnson  
State Librarian

## A Message from the State Librarian

The Library was founded in 1826 and has an enormous collection of historical documents that can be viewed by the public. We are the fourth oldest state library in the United States. Our collection contains documents that are not available anywhere else in the world.

The Library has made substantial gains in the past few years towards my goal of becoming a digital library which will allow us to meet the needs of current Library users. The Library has an online digital repository accessible from our website housing numerous items from our collection that can be downloaded and viewed from anywhere in the world. Our goal is to make as much of our collection as possible available online to the public 24 hours a day, seven days a week.

The Library has also embraced social media as a means to allow the public to view items from our collection. Besides our website which contains the online DSpace repository, we have a Flickr page, a Facebook page, Wikipedia page, a YouTube channel and a Library blog.

While we are a very old institution, I am constantly thinking about how I can make this agency continue to serve the public with all of the technological changes that are taking place. We are in the process of updating our storage and physical space within the State House. I believe this document will serve as a guide for the Library to continue to evolve so that the public will be able to use the resources of the Library regardless of their location.

I hope our Fiscal Year 2014 performance report is informative reading and you are able to either view our collection online or to stop by our beautiful Library located within the historic State House.

Sincerely,

Elvernoy Johnson  
State Librarian

**As an agency within the Executive Office of Administration and Finance, the State Library's goals reflect and bolster the commitments of A&F to bring about Better Finance, Better Health Care, Better Performance and Better Government.**

**This report was developed pursuant to Executive Order 540, Governor Patrick's directive to embed strategic planning and performance management across state government. The State Library's FY14 Performance Report describes progress achieved against the goals set out in its 2013-2015 Strategic Plan.**

**Please send feedback  
regarding this plan to:  
[library.director@state.ma.us](mailto:library.director@state.ma.us)**

### **Goal 1: Improve financial sustainability through increased grant and fundraising activities.**

The State Library has pursued new funding streams to support operations and ensure its financial health. The Library received funding from the National Endowment for Humanities that provided funding for book supports. The Library also received funding to digitize historic documents which will be uploaded to the Library's online digital repository. Additionally, the Library has raised funds through solicitation letters and is always working on new methods to improve fundraising activities.

### **Goal 2: Preserve the Library's collection.**

The Library is currently undertaking a massive physical space renovation to improve our storage and preservation capabilities. The work being conducted is meant to dramatically improve the access to our public stacks, as well as protect our historical collection.

The Library has a Preservation Librarian that has the responsibility of repairing items from our collection. With an enormous collection of old materials there is constant work to maintain the collection. She uses the latest preservation methods to repair items and is assisted by graduate interns.

### **Goal 3: Increase digital access to the Library's collection.**





The Library just completed a retrospective conversion project to convert its entire card catalog into an online format to allow users to search the collection from anywhere in the world. This enormous project required the entire card catalog to be digitized and every book in the Library to be reorganized. The goal of improving access to our collection was achieved with this project. Now the entire catalog of the Library is searchable from our online collection.

### **Goal 4: Strengthen ties between the Library and the citizens of the Commonwealth.**

The Library has been working hard to strengthen the ties between the Library and the citizens of the Commonwealth. This goal was met this year by the launch of our Twitter account which adds to our website and the continuation of the State Library Blog and YouTube channel videos. We also had more public events at the Library including a recent drawing attendance of over 200 people from around the world including the Secretary of Economic Affairs and Innovation from Hamburg, Germany.




## Performance Dashboard

### Improve financial sustainability through increased grant and fundraising activities



Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of grants applied for	3	3	1	Worsening	3		Data compares FY12, FY13 and FY14. Target is set to maintain previous years level. Although the library did not apply for more than one grant, the grant that we received exceeded our expectations.
Dollar amount of grant awards received	\$400,000	\$456,000	\$500,000	Improving	\$501,600		Data compares FY12, FY13 and FY14. Target is set to a 10% increase over previous year.
Dollar amount raised via fundraising activities	\$3,685	\$3,102	\$0	Worsening	\$3,257		Data compares FY12, FY13 and FY14. Target is set to a 5% increase over previous year. The library did not conduct a fundraiser this period. The fundraising will re-start in FY15.
Dollar amount of donations made via the Library website	\$0	\$100	\$0	Worsening	\$105		Data compares FY12, FY13 and FY14. Target is set to a 5% increase over previous year. The online donation page is new and the library is working to try to increase online donations.

### Preserve the Library's collection







Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of repaired items	1,000	750	910	Improving	937		Data compares FY12, FY13 and FY14. Target is set to a 25% increase over previous year.




STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of Target	NA	Not Applicable
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## Increase digital access to the Librarys collection

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of downloads from DSpace	821,745	903,396	1,816,481	Improving	1,038,905		Data compares FY12, FY13 and FY14. Target is set to a 15% increase over previous year.
Number of new items added to DSpace	2,072	3,267	7,262	Improving	3,594		Data compares FY12, FY13 and FY14. Target is set to a 10% increase over previous year

## Strengthen ties between the Library and the citizens of the Commonwealth

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of virtual library visitors	236,285	404,479	259,447	Worsening	444,927		Data compares FY12, FY13 and FY14. Target is set to a 10% increase over previous year.
Number of library events and programs held	12	12	11	Stable	12		Data compares FY12, FY13 and FY14. Target is set to maintain previous years level. A speaker cancelled this year which is why we missed the target.
Number of attendees at Brown Bag Lunch Series	208	129	268	Improving	129		Data compares FY12, FY13 and FY14. Target is set to maintain previous years level.
Number of Facebook likes	394	553	692	Improving	581		Data compares FY12, FY13 and FY14. Target is set to a 5% increase over the previous year.
Number of blog postings	54	60	60	Stable	60		Target is set to maintain previous years level. Blog posts have also shown an improvement in quality.
Number of items borrowed and loaned	467	907	1,242	Improving	998		Data compares FY12, FY13 and FY14. Target is set to a 10% increase over previous year.
Percent of customers who reported a good or excellent customer service experience	NA	NA	89%	NA	NA	NA	Current data is FY14 and serves as a baseline for future data. We expect to set a target in FY15.

<b>STATUS LEGEND</b>		=> Target		=> 75% to <99%		< 75% of Target	NA	Not Applicable
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Looking forward, we plan to continue to provide quality services to our patrons whether they are able to visit the library, or access our collection through our online DSpace digital repository, through the following steps:

### **1. Continue to add historical documents to our DSpace online digital repository.**

The library has worked very hard to become a 21<sup>st</sup> century library where many of our numerous documents are available for viewing and downloading throughout the world. It is important that these documents are made available online so that when someone needs them they can access them conveniently without having to travel into the library. We have digitized and uploaded countless documents that have proven useful for someone whether they are curious about something from our collection, a student conducting research, or a lawyer researching legislative history.

Going forward, we will continue to upload documents to DSpace and will be responsive to the public regarding items that they are interested in being made available in DSpace.

### **2. Complete the renovation of the library so it serves the needs of our patrons.**

This project is a historic restoration to the library in partnership with the Massachusetts Historical Commission to bring the space back to its original 1890's layout and colors.

Going forward, we will continue to look to improve the library, how it functions and to stay responsive to the needs of our patrons.

### **3. Maintain our social media presence for the library.**

The library was the first state agency to have a blog and we have utilized social media to promote the library and to increase access to our collection. Our Flickr account contains numerous interesting images from our collection that can be downloaded. We also maintain a Facebook page and provide frequent updates to our Twitter page.

Going forward, we will look to improve our social media presence and will expand into other areas if we feel it would benefit our patrons and increase access to our collection.

## Measure Descriptions

GOAL	MEASURE	DESCRIPTION
<b>Improve financial sustainability through increased grant and fundraising activities</b>	Number of grants applied for	This measure tracks the number of grants for which the Library applied.
	Dollar amount of grant awards received	This measure tracks the dollar amount of grant awards received by the Library.
	Dollar amount raised via fundraising activities	This measure tracks the dollar amount raised via fundraising activities such as events and letter writing campaigns.
	Dollar amount of donations made via the Library website	This measure tracks the dollar amount of donations made via the Library website at <a href="https://www.paybill.com/mass/LIB/">https://www.paybill.com/mass/LIB/</a>
<b>Preserve the Library's collection</b>	Number of repaired items	This measure tracks the total number of fragile items that have been repaired and/or protected by the State Library of Massachusetts.
<b>Increase digital access to the Library's collection</b>	Number of downloads from DSpace	This measure tracks the number of downloads from the State Library of Massachusetts' DSpace online repository which houses over 100,000 items and enables access to the State Library anytime, anywhere.
	Number of new items added to DSpace	This measure tracks the number of new items added to the DSpace electronic repository.
<b>Strengthen ties between the Library and the citizens of the Commonwealth</b>	Number of virtual library visitors	This measure tracks the number of virtual State Library of Massachusetts visitors who access the State Library through <a href="http://www.mass.gov/anf/research-and-tech/oversight-agencies/lib/">http://www.mass.gov/anf/research-and-tech/oversight-agencies/lib/</a> .
	Number of library events and programs held	This measure tracks the number of library events and programs held including Brown Bags and other special events.
	Number of attendees at Brown Bag Lunch Series	This measure tracks the number of attendees at the Library's Brown Bag Lunch Series.
	Number of Facebook likes	This measure tracks the number of Facebook likes on <a href="https://www.facebook.com/mastatelibrary/">https://www.facebook.com/mastatelibrary/</a> .
	Number of blog postings	This measure tracks the number of blog postings on <a href="http://www.mastatelibrary.blogspot.com">http://www.mastatelibrary.blogspot.com</a> .
	Number of items borrowed and loaned	This measure tracks the number of items requested from the State Library of Massachusetts or borrowed from other libraries on behalf of State Library patrons.

## Noteworthy Changes, Additions or Deletions

GOAL	MEASURE	CHANGE, ADDITION OR DELETION EXPLANATION
<b>Strengthen ties between the Library and the citizens of the Commonwealth</b>	Percent of customers who reported a good or excellent customer service experience	Addition: In FY14, the Library conducted a customer service survey and the measure was re-inserted as a dashboard measure for the November 2014 Performance Report.